



## **Section 8**

**Sec. 254 (a) IN GENERAL - The State plan shall contain a description of each of the following:**

**(8) How the State will adopt performance goals and measures that will be used by the State to determine its success and the success of units of local government in the State in carrying out the plan, including timetables for meeting each of the elements of the plan, descriptions of the criteria the State will use to measure performance and the process used to develop such criteria, and a description of which official is to be held responsible for ensuring that each performance goal is met.**

### ***Recommended Language***

The secretary of state is responsible for ensuring the success in meeting each performance goal. Each county's voter registration and election office also have a substantial responsibility in meeting performance goals in that the counties will monitor performance measures and will report to the state on a biennial basis. The performance goals and measurement guidelines will be included in the state's election procedures manual.

The secretary of state and the counties will create a report to enhance the National Voter Registration Act of 1993 reporting requirements. The report will include specific data to disclose the successes and failures of their jurisdiction as it relates to the implementation of the Help America Vote Act of 2002 (HAVA). The report will be completed on a biennial basis, to be filed with the secretary of state no later than March 31 of each year following a general election. The secretary of state will compile the data in the reports and create a statewide report on the programs. The report will include an indication of whether each county met the performance goals.



**Performance Goal 1: Elimination of punch card voting machines.**

Eliminating punch card voting machines require two things once the appropriate funds are available: 1) development by the secretary of state of a statewide Request for Proposal (RFP) to contract for replacement voting systems with successful award of contracts, and 2) requisition and use by counties of alternative voting systems under the contracts. The measure of success for both elements is the successful replacement of all punch card voting machines by the 2004 Federal election.

Performance measure 1.a	Number of counties using punch card voting machines in the 2004 Federal election
Timetable	January 1, 2003 to Federal election 2004
Description of the criteria used to measure performance	Ten Arizona counties had qualifying precincts in the 2000 Federal election according to HAVA descriptions of replacement voting systems.
Process used to develop the criteria	Success of meeting the performance goal will be based upon the number of punch card voting systems still in use by the Federal election 2004.
Description of official to be held responsible for ensuring each performance goal is met	While each county board of supervisors is responsible for implementing the replacement voting system in their county, the secretary of state is leading the statewide effort for replacement and is therefore ultimately responsible for meeting this performance measure.

**Performance Goal 2: Voting Accessibility**

Improving voting accessibility, as required by HAVA, which shall include accessibility for individuals with disabilities and alternative language accessibility as determined in Title III, Section 301 of HAVA, will be accomplished by the secretary of state and county election officials in two steps once the appropriate funds are available: 1) development by the secretary of state of a statewide Request for Proposal (RFP) to contract for addendum voting system devices with successful award of contracts, and 2) requisition and use by counties of addendum voting system devices under the contracts. The measure of success for both elements is the successful acquisition and deployment of accessible voting machines by the 2006 Federal election.

Performance measure 2.a	Compliance of counties using voting accessible compliant devices in the 2006 Federal election
Timetable	January 1, 2003 to Federal election 2006
Description of the criteria used to measure performance	All 15 Arizona counties will require alternative voting accessibility devices in the 2006 Federal election according to HAVA.
Process used to develop the criteria	Success of meeting the performance goal will be based upon the number of counties using voting accessible devices weighted by the voting registration in the Federal election 2006.
Description of official to be held responsible for ensuring each performance goal is met	While each county election official is responsible for implementing the voting system in their county, the secretary of state is leading the statewide effort for acquisition and is therefore ultimately responsible for meeting this performance measure.



**Performance Goal 3: Centralized Statewide Voter Registration System**

The state will have a centralized statewide voter registration database operational by January 1, 2004. The development of the central statewide voter registration system will be known as Voter Registration Arizona (VRAZ) and extends the current secretary of state program from duplicate match registrations between counties to online voter registration and updates via online driver license renewal and address changes. Goal is to meet the requirements of HAVA, but also enhance the activities of the county recorders, county election officials and the experience of the voter.

Performance measure 3.a	Ratio of the counties with procedures in place to update the centralized voter registration database multiplied by the registration of the county over the total voter registration population of the state, using the scale: 0 – Not updating 25 – updating on weekly batch mode 80 – updating on daily batch mode 95 – updating upon new information (batch mode) 98 – updating real-time 100 – using VRAZ for all voter registration processing
Timetable	January 1, 2003 to Federal election, 2004
Description of the criteria used to measure performance	Participation is measured on the scale of interaction, whereas a county that does not participate causes the score to be significantly low. Higher degrees of interaction result in higher scores on performance.
Process used to develop the criteria	Success of VRAZ will be dependent first upon the successful capture, migration and standardization of voter registration information into the central voter registration database as a percentage of the voting population affected by the implementation.
Description of official to be held responsible for ensuring each performance goal is met	The secretary of state is responsible for implementing the statewide voter registration system and coordinating the efforts of all 15 county recorders to meet this performance measure.
Performance measure 3.b	Percentage of usage is the voting population of the counties using VRAZ over all voter registration counts, multiplied by the following scale: 0 – Not using VRAZ 50 – updating in batch mode 90 – updating real-time 100 – using VRAZ for all voter registration processing
Timetable	January 1, 2003 to January 1, 2006
Description of the criteria used to measure performance	Participation is measured on the scale of migrating to replacement voter registration system VRAZ with minimal performance for degrees of interaction in place of using VRAZ.
Process used to develop the criteria	Success of VRAZ will be dependent ultimately upon the successful replacement of all voter registration systems in the state by a single, statewide, uniform user interface.
Description of official to be held responsible for ensuring each performance goal is met	The secretary of state is responsible for implementing the statewide voter registration system and coordinating the efforts of all 15 county recorders to meet this performance measure.



Performance measure 3.c	Percentage of provisional ballots counted to voter registration.
Timetable	January 1, 2003 to January 1, 2006
Description of the criteria used to measure performance	Number of provisional ballots cast and counted over the total voting population as reported by the county election official and collected in the statewide provisional ballot status system.
Process used to develop the criteria	Provisional ballots are primarily used when the voter is not present on the precinct roster. Success of VRAZ will be evident as the number of people with incorrect addresses in the voter registration information decreases, which should correspond to the number of provisional ballots that are actually counted (meaning the ballot was cast and the county verified that the voter is qualified and therefore the ballot is also counted).
Description of official to be held responsible for ensuring each performance goal is met	The secretary of state is responsible for implementing the statewide voter registration system and the statewide provisional ballot status system while coordinating the efforts of all fifteen county recorders and county election officials to meet this performance measure.

**Performance Goal 4: Statewide Grievance System**

The secretary of state will implement a statewide grievance tracking system. Working with the county recorders, state election officials, state attorney general, the secretary of state will define functional requirements, roles and responsibilities of grievance procedures and build these procedures on the current voter information call center system. The system will allow for the centralized call center system to forward grievance calls to counties when appropriate. Measurement of successes of the statewide grievance system will be the availability and performance of the system, as well as, the experience for the voter.

Performance measure 4.a	With respect to the voter registration of each county, the following information will be collected to subjectively measure performance: <ul style="list-style-type: none"> <li>• Number of complaints received</li> <li>• Number of complaints resolved <ul style="list-style-type: none"> <li>○ Number of complaints resolved in 30 days or less</li> <li>○ Number complaints resolved in 60 days</li> <li>○ Number of complaints resolved in 90 days</li> </ul> </li> <li>• Number of complaints unresolved</li> <li>• Description of reason complaint is left unresolved</li> </ul>
Timetable	December 31, 2003 and biennially thereafter
Description of the criteria used to measure performance	The secretary of state will review the total number of complaints received and resolved. Success of the program may be determined by percentage of resolution of all complaints.
Process used to develop the criteria	A formal complaint process will be setup by the 2004 Federal election. Counties will report their success in transitioning to a statewide system to the secretary of state who will analyze them, add the state's success and report the state's overall status in transitioning to a statewide system. To measure performance, data will be provided covering the number of complaints received, the number of complaints resolved and the timeframe for resolution of complaints.
Description of official to be held responsible for ensuring each	The secretary of state is responsible for ensuring each performance goal is met, with the assistance and cooperation of each county recorder and county election official.



**JAN BREWER**  
**SECRETARY OF STATE**  
**STATE OF ARIZONA**

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Performance measure 4.b	Percentage of usage is the voting population of the counties using grievance system for all voter registration processing multiplied by the scale of usage: 0 – Not using grievance system 100 – using grievance system for all grievance processing in a timely manner over the voting population of the state.
Timetable	December 31, 2003 and biennially thereafter
Description of the criteria used to measure performance	The secretary of state will review the percentage of availability to the percentage of compliance usage of the grievance system for determining success in implementation.
Process used to develop the criteria	Availability is the success factor in whether the implementation of the grievance system has been successful.
Description of official to be held responsible for ensuring each performance goal is met	The secretary of state is responsible for ensuring each performance goal is met, with the assistance and cooperation of each county recorder and county election official.

**Performance Goal 5: Provisional Ballots**

There are many requirements for provisional balloting in HAVA that need measuring: provisional ballot uniform processing, verification, and status availability. While the secretary of state has already addressed ballots to be verified (to be re-named provisional ballots) in statute and in the state election procedures manual, the measurement of success is the compliance with those procedures. In addition, the secretary of state's centralized voter registration system will be designed to allow counties to verify provisional ballot status such that the voter may check the status of their provisional ballot. The goal is to have the uniform procedures in place, have each county in compliance and have the statewide system reporting back status of the provisional ballots.

Performance measure 5.a	With respect to the voter registration of each county, the following information will be collected to measure compliance performance: <ul style="list-style-type: none"> <li>• The number of provisional ballots in each precinct</li> <li>• The number of voters in each precinct</li> <li>• The number of provisional ballots that were verified and counted in each precinct</li> <li>• The number of provisional ballots not counted in each precinct and the reason for not counting</li> <li>• Whether each voter was notified of the status of their ballot</li> <li>• Whether the uniform procedures were followed for determining whether a provisional ballot is counted or not counted</li> </ul>
Timetable	December 31, 2004 and biennially thereafter
Description of the criteria used to measure performance	The data in the report will provide specific information relating to how many provisional ballots are voted and provide a means for verifying the procedures for establishing whether the ballots are counted. HAVA requires uniform procedures for checking and verifying provisional ballots, the data in the report will provide specific information for the secretary of state to determine the success of implementation.
Process used to develop the criteria	The secretary of state will review the state election procedures manual and make any changes needed for provisional balloting.
Description of official to	County election officials are responsible for provisional ballot verification and



**JAN BREWER**  
 SECRETARY OF STATE  
 STATE OF ARIZONA

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be held responsible for ensuring each performance goal is met	compliance to procedures established by the state election procedures manual. Therefore the secretary of state is responsible for establishing the procedures, compliance requirements, reporting requirements and ultimately the success of this performance measure.
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**Performance Goal 6: Physical Accessibility**

One of the primary goals of HAVA is to improve the voting process. Improving physical accessibility is a performance goal that will change election cycle to election cycle, as most physical accessibility issues tend to be at the polling places which are acquired on private property. This goal is to monitor and uniformly address physical accessibility in the polling place.

The secretary of state will encourage private-public partnerships to enhance the voting participation of all voters with disabilities in coordination with the Help America Vote Foundation established by HAVA. Though activities are beyond the scope of this state plan, activities of such groups may be incorporated into performance reporting to compliment physical accessibility goals.

Performance measure 6.a	County will report the number of polling places that are 100 percent accessible pursuant to guidelines in the state election procedures manual and the voter registration for those polling places. For those polling places that are not in compliance, list the voter registration count, reason for non-compliance, and the steps taken to bring polling place into compliance.
Timetable	January 1, 2004 to December 31, 2004, biennially thereafter.
Description of the criteria used to measure performance	Counties will complete an inspection of all polling places and determine the accessibility for each polling place. Accessibility requirements for polling places will be included in the state election procedures manual.
Process used to develop the criteria	Counties currently inspect all polling places for physical accessibility. Beginning with the 2004 federal election, the inspection results will be added to the report that counties file with the secretary of state certifying their election results and process. Success will be measured by compliance with the state election procedure manual sections on physical accessibility. Report on accessibility from counties to include data from on-site inspections of polling places and number of polling places that are accessible, and the voter registration that polling place serves. Counties will provide a report on the number of precincts that are physically accessible and describe measures taken to bring inaccessible polling places into compliance.
Description of official to be held responsible for ensuring each performance goal is met	County election officials are responsible for inspecting and reporting on physical accessibility, however the secretary of state is responsible for establishing the accessibility requirements, reporting requirements and ultimately the success of this performance measure.

**Performance Goal 7: Alternative Language Accessibility**

The goal of providing useful and ample language accessibility has always been in compliance with the Voting Rights Act of 1965. Measuring the success of language accessibility is complicated. Those requiring alternative languages are represented in percentages based on census figures, which then are applied to voter participation for rating effective voter participation. Voter participation has variables that dictate turnout, such as: weather, uncontested races, and controversial ballot measures. The secretary of state views the entire election process, from voter registration to casting the ballot as a potential language accessibility issue to the voter, so success will be determined by the subjective inspection of many factors revolving around the voter.

The secretary of state will encourage private-public partnerships to enhance the voting participation of all voters with disabilities in coordination with the Help America Vote Foundation established by HAVA. Though activities are beyond the scope of this state plan, activities of such groups may be incorporated into performance reporting to compliment alternative language accessibility goals.



Performance measure 7.a	<p>With respect to the voter registration of each county, the following information will be collected to subjectively measure performance:</p> <ul style="list-style-type: none"> <li>• Voter turnout</li> <li>• Alternative language accessibility for publicity pamphlets           <ul style="list-style-type: none"> <li>○ Number of languages required</li> <li>○ Number of languages provided</li> </ul> </li> <li>• Alternative language accessibility for ballots           <ul style="list-style-type: none"> <li>○ Number of languages required</li> <li>○ Number of languages provided</li> </ul> </li> <li>• Alternative language accessibility for voter registration forms           <ul style="list-style-type: none"> <li>○ Number of languages required</li> <li>○ Number of languages provided</li> </ul> </li> <li>• Alternative language accessibility for voter outreach materials           <ul style="list-style-type: none"> <li>○ Number of languages required</li> <li>○ Number of languages provided</li> </ul> </li> </ul>
Timetable	Federal election 2004 and biennially thereafter
Description of the criteria used to measure performance	Counties will provide the state a report of alternate language capabilities with reference to ballots, publicity pamphlets, voter registration forms and voter education materials. The report will include data on the alternative language accessibility provided for ballots, publicity pamphlets, voter registration forms and voter outreach. The data provided will allow the secretary of state to determine if the uniform procedures for providing alternative language accessibility has been successful
Process used to develop the criteria	The state and counties already provide language accessibility. By the 2004 Federal election, the state election procedures manual be reviewed by the secretary of state for any additional requirements to be included regarding language accessibility.
Description of official to be held responsible for ensuring each performance goal is met	The secretary of state is responsible for ensuring each performance goal is met, with the assistance and cooperation of each county recorder and county election official.

**Performance Goal 8: Voter Education**

The goal of providing useful and ample voter education has always been in the mission statement of the secretary of state, county recorders, and the county election officials. Measuring the success of voter education, however, is more complicated than just measuring voter participation. Variables that dictate voter participation range from weather, uncontested races, and controversial ballot measures, causing highly subjective results. The secretary of state views the entire election process, from voter registration to casting the ballot, as an education of the voter, so success will be determined by the subjective inspection of many factors revolving around the voter.

Performance measure 8.a	<p>With respect to the voter registration of each county, the following information will be collected to measure performance:</p> <ul style="list-style-type: none"> <li>• Voter turnout</li> <li>• The number of early ballots requested</li> <li>• The number of early ballots voted</li> <li>• The number of provisional ballots voted</li> <li>• Number of public service announcements</li> <li>• Number of seminars providing voter education</li> <li>• Number of locations where voting equipment is on public display</li> <li>• Compliance with the state election procedures manual for voter information and voter outreach</li> <li>• Length of time voting systems are on public display</li> </ul>
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**SECRETARY OF STATE**  
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	<ul style="list-style-type: none"> <li>• Number of voter education and voter outreach initiatives, including: <ul style="list-style-type: none"> <li>○ Description</li> <li>○ Estimated costs</li> <li>○ Participation</li> </ul> </li> <li>• A comparison of voter turnout in a federal election with the voter turnout in the immediately preceding four-year cycle</li> </ul>
Timetable	January 1, 2004 and biennially thereafter
Description of the criteria used to measure performance	The information will summarize the voter outreach and voter education methods employed by each county and state.
Process used to develop the criteria	The state and counties already provide voter education. By the 2004 Federal election, additional steps will be taken to ensure voter knowledge of changes in voter registration and voting caused by this act. These steps will be incorporated into the state election procedures manual. The counties will include details of their efforts in the report they file with the secretary of state certifying their election results and process. Success will be county compliance with the state election procedures manual sections on voter education.
Description of official to be held responsible for ensuring each performance goal is met	The secretary of state and the county recorders and election officials are all responsible for ensuring the success of voter education; however, the secretary of state is responsible for the success of all statewide coordinated efforts for voter education.

Performance measure 8.b	<p>With respect to the responsibilities for voter education set forth in the state election procedures manual, the following information will be collected from the grievance system to measure performance:</p> <ul style="list-style-type: none"> <li>• Number of complaints</li> <li>• Number of complaints dismissed</li> <li>• Nature of complaints dismissed</li> <li>• Number of complaints resulting in action</li> <li>• Nature of complaints resulting in action</li> <li>• Number of complaints unresolved</li> <li>• Nature of complaints unresolved</li> </ul>
Timetable	January 1, 2004 and biennially thereafter
Description of the criteria used to measure performance	The information will provide a measurement of performance regarding voter outreach and voter education with respect to county and state.
Process used to develop the criteria	The state and counties already provide voter education. By the 2004 Federal election, the grievance system will be in place and provide feedback to the voter outreach and voter education efforts of the counties and state. These results will be reviewed for additional requirements to be incorporated into the state election procedures manual.
Description of official to be held responsible for ensuring each performance goal is met	The secretary of state and the county recorders and election officials are all responsible for ensuring the success of voter education; however, the secretary of state is responsible for the success of the state elections procedures manual for providing adequate guidance for uniform voter outreach and voter education.

**Performance Goal 9: Poll worker training.**

Ample poll worker training results in positive experiences and smooth elections for voters and the state of Arizona. The performance goal to measure poll working training in respect to HAVA, as well as realization of existing training efforts, will be dependent upon the compliance of poll worker training within the counties.



Performance measure 9.a	With respect to the voter registration of each county, the following information will be collected to measure poll worker training performance: <ul style="list-style-type: none"> <li>• The number of board workers trained in each county</li> <li>• For each polling place, the description of the types of board workers trained           <ul style="list-style-type: none"> <li>○ Number of Inspectors, Marshals, Judges and Clerks trained in each precinct</li> <li>○ Number of “premium” board workers pursuant to A. R. S. § 16-532 (D) and (E) trained in each precinct</li> </ul> </li> <li>• The number of provisional ballots voted</li> </ul>
Timetable	January 1, 2003 to Federal election 2004, biennially thereafter.
Description of the criteria used to measure performance	Analyzing the number of board workers trained in each county and comparing the data to the number of provisional ballots will allow the secretary of state to determine whether the uniform board worker training implemented is successful. If it is determined that the uniform board worker training is not successful, new training methods will be incorporated in the state election procedures manual before the next election cycle.
Process used to develop the criteria	The state and counties already provide poll worker training. By the 2004 Federal election, additional steps will be taken to ensure poll worker knowledge of changes in voter registration and voting under HAVA. Uniform poll worker training criteria will be incorporated into the state election procedures manual. The counties will include details of their efforts in the report they file with the secretary of state certifying their election results and process. Success is dependent upon the training with respect to the voter registration serviced at the polls.
Description of official to be held responsible for ensuring each performance goal is met	County election officials are responsible for poll worker training and reporting, however the secretary of state is responsible for establishing the guidelines, requirements for polling places, reporting requirements and ultimately the success of this performance measure.

**Performance Goal 10: Election Official Training**

Ample election official training results in positive experiences and smooth elections for voters and the state of Arizona. The performance goal to measure election official training in respect to HAVA, as well as realization of existing certification efforts, will be dependent upon the ratio of compliance of trained election officials to voter registration within the counties.

Performance measure 10.a	With respect to the voter registration of each county, the following information will be collected to measure election official training performance: <ul style="list-style-type: none"> <li>• The number of people trained in each recorders / voter registration office           <ul style="list-style-type: none"> <li>○ The total number of employees in the recorders / voter registration office</li> </ul> </li> <li>• The number of people trained in each county election office           <ul style="list-style-type: none"> <li>○ The total number of employees in the election office</li> </ul> </li> <li>• The total number of people in each county that are certified for the first time</li> <li>• The total number of people in each county that have completed re-certification requirements</li> </ul>
Timetable	December 31, 2003 and biennially thereafter
Description of the criteria used to measure performance	Pursuant to Arizona Revised Statutes, the secretary of state completes a report on or before December 31 of each year of a general election detailing the achievements and problems of the previous two-year period and specifies the expected education and training for the following two-year period. The report that is completed and filed with



**JAN BREWER**  
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	the president of the senate and the speaker of the house of representatives will include details measuring the success of the program as it relates to instruction covered under HAVA.
Process used to develop the criteria	The state and counties already provide election official training. By the 2004 Federal election, additional steps will be taken to ensure election official knowledge of changes in voter registration and voting as it relates to HAVA. Essentially, presence of certified election officials as a ratio to voter registration gives us a baseline for compliance.
Description of official to be held responsible for ensuring each performance goal is met	The secretary of state is responsible for election official training and reporting, as well as the responsibility of establishing the guidelines, requirements for certification, reporting requirements and ultimately the success of this performance measure.